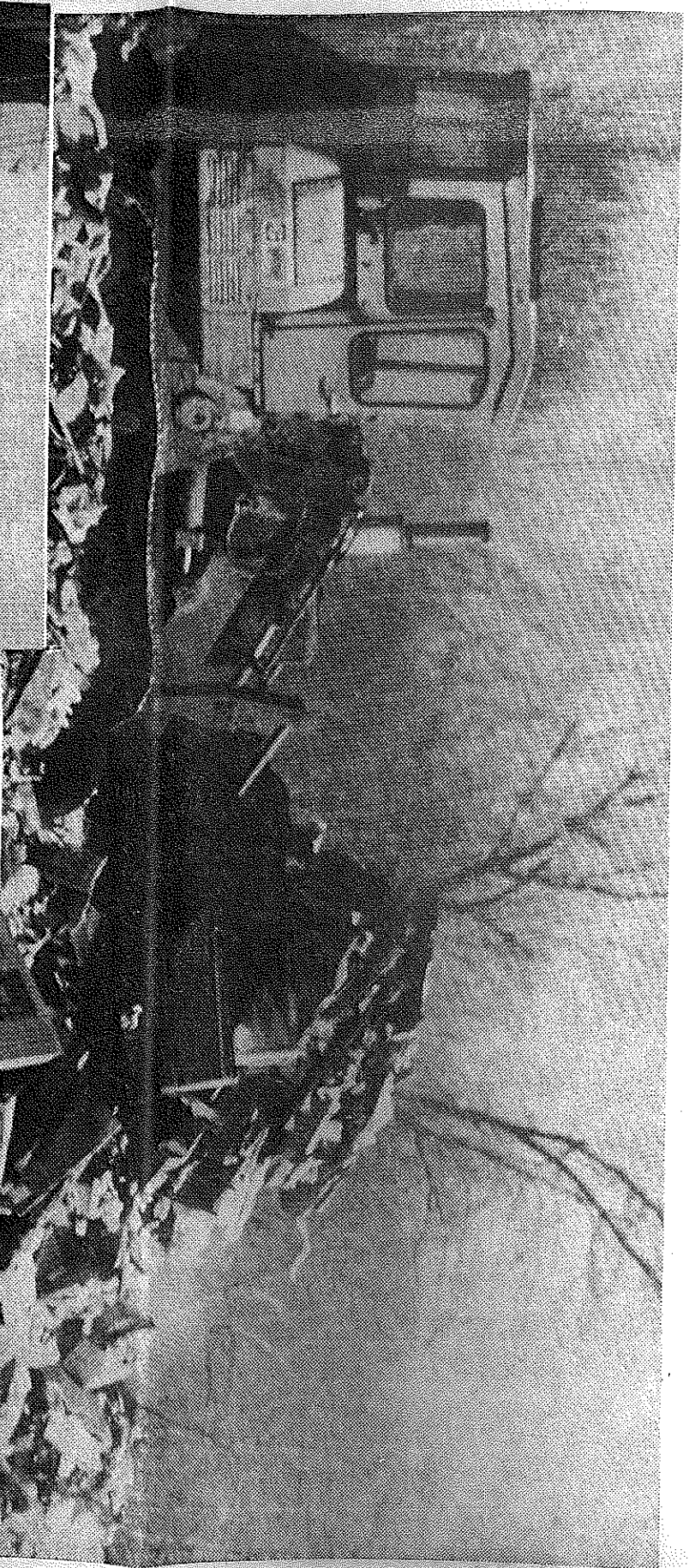




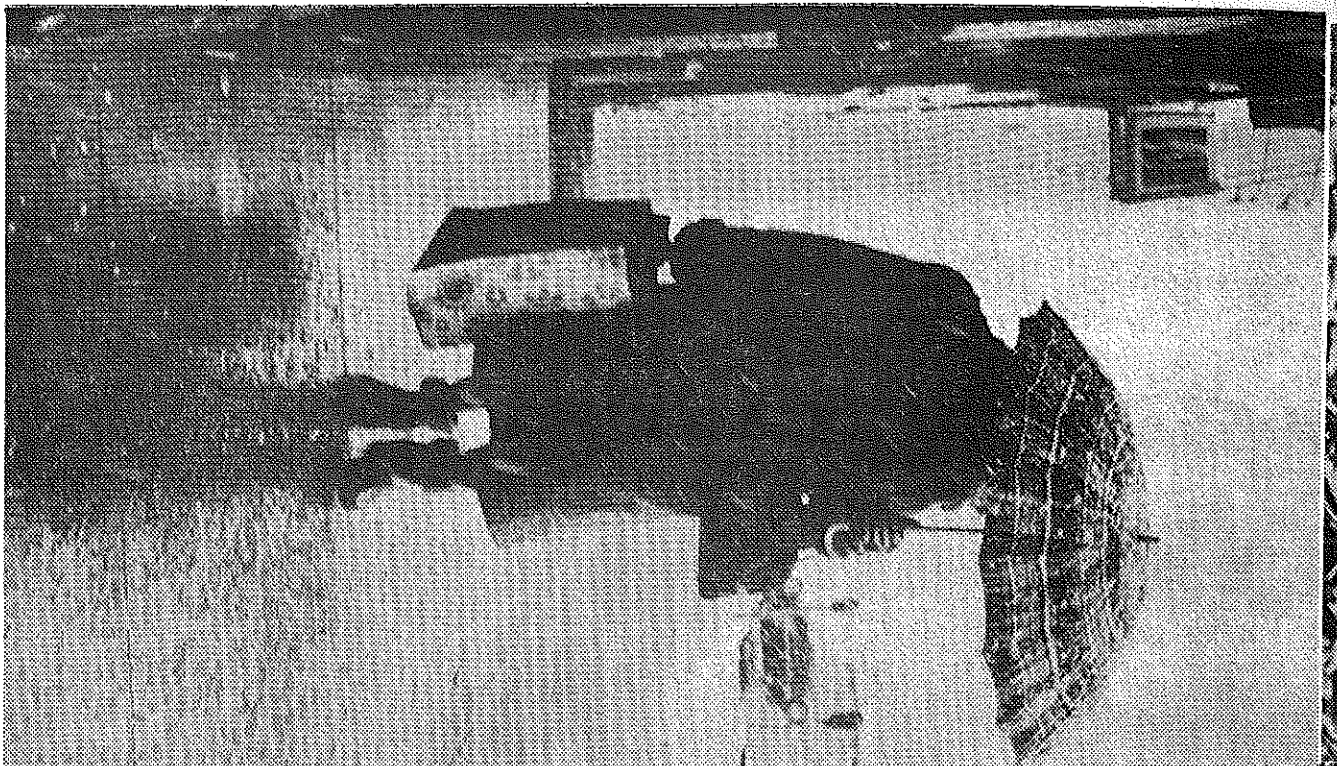
Community Development Action Plan Agency



ACTION PLAN HEARING SET FOR JUNE 3



PUBLIC HEARING: The Community Development Action Plan Agency will conduct a public hearing on Thursday, June 3, 1971, at 7:30 p.m. in the Common Council Chambers, Municipal Building, Dekoven Drive. The following several pages present, for the first time, a synthesis of two years work. Read them and come to the public hearing.



Open Letter

Fellow Citizens:

On June 3, the results of a two-year effort, in which more than two hundred citizens participated, will be presented at a public hearing which will be the last in a series of public meetings and opinion surveys. This meeting will be followed by consideration and action by the Common Council. Those recommendations which are accepted will constitute the Action Plan for the community.

Two years ago the City of Middletown received a grant from the Department of Community Affairs to prepare a study of local problems and a plan of action to deal with them. Since then, many of our citizens have participated in studies of physical, human, and economic needs of Middletown residents and the resources to meet those needs. The following summary of recommendations is a compilation of reports made by twelve citizen committees studying the range of major community concerns.

The programs below are intended to serve as *guidelines* in local decision making. Approval of these programs does not commit our citizens to specific actions or expenditures. Every proposal requiring financing must be acted upon through the regular legislative process. Many programs do recommend expenditures to enhance efficiency and effectiveness; while others will cost little or nothing. In fact, many administrative changes have already been incorporated into existing operations. These recommendations represent the desires of many citizens as to how they want their town to grow and can serve to strengthen our local government's ability to deal with present and future problems.

Agency members and those who serve on the twelve subcommittees are appreciative of the support and cooperation of the various private and municipal agencies, and all those individuals who came to meetings, wrote letters and contributed their research efforts, expertise, and honest opinion.

Sincerely,

Raymond J. Dzialo

Chairman

Community Development Action Plan Agency

Herbert Mayo, Vice-Chairman; Sallye V. Davage, Secretary; Bradley Biggs, Edward Button, Lewis Daniels, Norman Daniels, Ervin Gibbs, Giulio Gluffrida, William Nellis, John O'Dea.

Greater Police, Fire Training Urged: Safety Commision Sought

PROBLEM: To establish a climate of trust between the various Public Safety components and the people they serve, reconciling respect for individual rights with the safety needs of the larger community.

GOAL: Encourage greater public involvement in the field of safety and foster cooperation between safety-oriented agencies.

PROGRAMS: — Establish Public Safety Commission with policy decision-making responsibilities.

— Increase individual police officer training to 500 hours.

— Provide "in house" training for local fire department personnel with eventual establishment of a state training facility.

— Establish minimum educational standards for promotion of police personnel to staff or administrative positions.

— Provide for in-depth psychological testing of police department applicants.

— Recruit minority group members to police, fire, and public works department.

— Train police personnel in ability to identify cases of child abuse.

— Establish training of a police unit in family crisis intervention to lower incidence of officers and participants injured in answering of domestic complaints.

— Develop juvenile unit within Middletown Police Department.

— Strengthen implementation of equal protection under the law for all persons.

GOAL: Initiate and expand public information and education programs in crime prevention, traffic safety, accident prevention and legal assistance.

PROGRAMS: — Expand driver and safety education programs in high schools to include instruction and responsibility of drivers in adhering to driver law.

— Speakers Bureau to inform community of Police Department operations, policies and problems, to correct misunderstandings and criticisms.

— Develop internal investigation unit within Police Department to handle complaints, administer appropriate discipline, and to provide complete report of disposition of complaints.

— Provide crime prevention security information to business establishments to reduce possibility of injuries during robberies and distribute brochures on minimum preventive safety standards.

— Continue legal criminal and legal civil programs through CAGM.

— Fire Department create information file which can be coded to reflect layout of fire facilities, water mains, buildings with dangerous chemicals throughout community.

GOAL: Employment or retention of specialist such as SCUBA, demolition and riot control experts, etc., for use in emergencies.

PROGRAMS: — Purchase emergency rescue vehicle.

— Train police and fire department personnel for specific rescue tasks.

GOAL: Establish throughout the city a mandatory and effective sidewalk program, including allied safety features.

PROGRAMS: — Appointment of sidewalk and walkways committee and preparation of a sidewalk con-

struction program including priorities. — Preparation of a pedestrian walkway system by the City Plan staff.

GOAL: Adopt model ordinances.

PROGRAMS: — Licensing of ambulance services by Middletown Health Department.

— Adopt property maintenance ordinance requiring those private property owners allowing public use of premises to maintain them in a reasonable and safe condition.

— Adopt fire alarm code governing alarm installation and engage personnel for fire alarm inspection and code enforcement.

GOAL: Improve local emergency communications system.

PROGRAMS: — Initiate emergency reporting system and provide staff for its operation.

— Establishment of emergency rumor control center by Human Relations Commission.

GOAL: Greater involvement of public safety officials in community and youth activity.

PROGRAMS: — Establishment of a community or youth center.

— Expand law enforcement Explorers group.

— Establish volunteer assistance corps at neighborhood level to serve in times of crisis.

GOAL: More efficient administration and execution of the fire protective services.

PROGRAMS: — Create Fire Prevention Bureau to upgrade and maintain fire records and make field checks for violations.

— Engage fire consultant to determine feasibility and methodology of fire district consolidation.

— Add paid full-time firemen to Westfield and South Fire Districts.

— Prepare water supply and fire hydrant system plans.

SAFETY AND RIGHTS

An increasingly important ingredient in the "quality of life" issue for urban dwellers is the safety of his person and property from accident, fire, or crime. Questions of personal safety have become major national issues and justifiably so. The CDAP Public Safety Advisory Committee is convinced that a climate of trust must exist between the various public safety components and the people they serve as a precondition for effective personal safety. It is the committee's belief that the scope of public safety should naturally include those functions which cannot be efficiently provided by private individuals or enterprises. This concept also includes a quality control of the environment to assure safe and healthy living. In attempting to develop goals for public safety, the committee has concerned itself not only with the emergency - responding ability of public safety components, but also the need for preventive programs and measures. This aspect becomes increasingly important as the crisis-responding system becomes as efficient as modern technology allows. The Public Safety Committee also wishes to generate a greater respect for the individual and his rights and to open avenues for the resolution of conflicts between the individual's personal interests and the safety of the larger community. It is this age-old conflict which has limited Middletown's efforts to develop a comprehensive, continuous monitoring of the public safety function in the best interest and safety of the entire city and area.

Education Must Meet Demands For Relevance Responsiveness

PROBLEM: To maximize the responsiveness and relevance of our educational system to the individual needs and aspirations of every member of the community, and to the realities of the society in which they will live their lives.

GOAL: To provide suitable physical facilities for all activities of the Middletown School system.

PROGRAMS: To construct school buildings necessary for educational instruction; phase out obsolete and sub-standard structures.

— Provide a long-range planning program of research and development for the Middletown school system taking into consideration future population and neighborhood densities.

— Make better use of existing facilities to serve as centers for year-round, all-day educational activities.

GOAL: To increase the level of positive interaction between the Board of Education and the various segments of the community in order to: (1) make public concerns known to the Board and (2) educate the community as to the needs and problems of the school system.

PROGRAMS: Increase the channels of communication between the Board of Education and the community by intensifying the flow of information into the community and by soliciting greater feedback.

— Organize more effective methods for community participation and involvement in planning of educational policies and programs.

— Work towards more effective communication between municipal agencies, the Board of Education, and the teachers' union prior to and during the budget-making and negotiation process.

— Upgrade the role of the assistant principal, particularly at the high school level, by shifting clerical responsibilities to non-certified personnel.

GOAL: To make sure at all times, through continual reassessment, that the goals, purposes, and the curriculum of public education prepares students to become critical individuals able to deal thoughtfully with the world in which they will live.

PROGRAMS: Provide a structure for curriculum formulation and evaluation by encouraging joint faculty, administrative, and student participation at each level of the school system.

— Provide a mechanism for the continuous evaluation of the school

organizational system through the establishment of a position responsible for curriculum development and evaluation.

— Institute procedures for evaluation of the effectiveness of the educational goals to meet educational standards necessary for accreditation.

GOAL: To provide a variety of educational opportunities commensurate with student abilities and interests, to make each student feel that there are adequate resources available to meet his individual needs and aspirations.

PROGRAMS: Provide greater information on post-school opportunities prior to the transition from the world of education to the world of work.

— Coordinate community educational resources in the formulation of new policies and programs in school systems.

— Expand the technical and vocational educational programs in the public school systems and develop a comprehensive curriculum for the non-college bound.

GOAL: To meet the needs of all students who require supportive personnel and services that cannot be provided professionally and adequately by the classroom teacher.

PROGRAMS: Establish within the

Increased Retail Trade, Employment Key to City's Economic Future

PROBLEM: To direct natural growth of community in order to increase retail trade and rate of employment, provide for an adequate industrial base, and increase current efforts in the area of research.

GOAL: To increase retail trade activity in Middletown.

PROGRAMS: Prepare staged plan for beautification of Main Street including arrangement of street furniture, landscaping, modernization of traffic signals, and underground installation of utilities. At the same time the use of outside displays and activities in a mall-like setting will be encouraged.

— To undertake the renovation of storefronts and facades along the Main Street, between Washington and Court Streets on the easterly side, in a "boot-strap" endeavor to upgrade the commercial uses in the business district.

— To prepare engineering plans for a loop road system with park-

public school curriculum, on a comprehensive and continuous basis, provisions for acquainting all students with minority group contributions to American society.

— Increase the effectiveness of supportive personnel by expanding the level of supportive services within the school system, e.g., psychologists, social workers, paraprofessionals, students, and assistants.

— Provide additional guidance personnel to meet the needs of all students.

— Increase the comprehensiveness of the reading program in the school system by developing media centers and using specialists from minority groups.

GOAL: To eliminate barriers to equal educational opportunities within the Middletown school system.

PROGRAMS: Utilize only those student evaluation procedures which aim at reducing the cultural and ethnic bias inherent in former evaluation procedures.

— Establish greater flexibility in the school program through the non-graded elementary school and more individualized scheduling of classes at the middle and high school levels.

— Continue to support and expand adult education program.

GOAL: To relieve tensions within the school.

PROGRAMS: Assist teachers in establishing interpersonal relationships with students.

— Provide more effective channels for redress of legitimate grievances.

— Examine ways of fostering the development of mutual respect among all involved in the educational process.

— Recognize and eliminate language barrier of minority group students.

— Encourage minority group students to prepare for college and technical careers.

— Increase enrollments of minority group students in vocational and technical schools.

— Continue to accelerate the recruitment of professional personnel from minority groups.

— Provide well-planned, adequately-funded, and well-administered daycare facilities responsive to local needs and aspirations.

GOAL: To upgrade the performance of teachers within the Middletown school system.

PROGRAMS: Provide adequate supervision and assistance to teachers in order to facilitate the acceptance of new teaching methods in the Middletown school system.

Increased Retail Trade, Employment Key to City's Economic Future

referendum.

— To designate spaces within parking areas for short-term and long-term parkers.

— Install adequate rest room facilities in areas of retail trade.

— Extension of Valley Railroad sightseeing line to Middletown, in connection with rehabilitation of waterfront area to attract tourists and shoppers.

— To encourage the establishment of a restaurant on the river with docking and hotel facilities through the construction of overhead pedestrian walkway.

— Develop amusement facilities for children and babysitting services in shopping areas.

— Institute consumer education program through consumer question and answer column in local newspaper, brochures, seminars run by members of the business and financial community, and use of Chamber of Commerce as consumer information resource.

— Provide crime prevention security information whereby employees or owners of local business establishments would be mentally prepared in the event of a robbery.

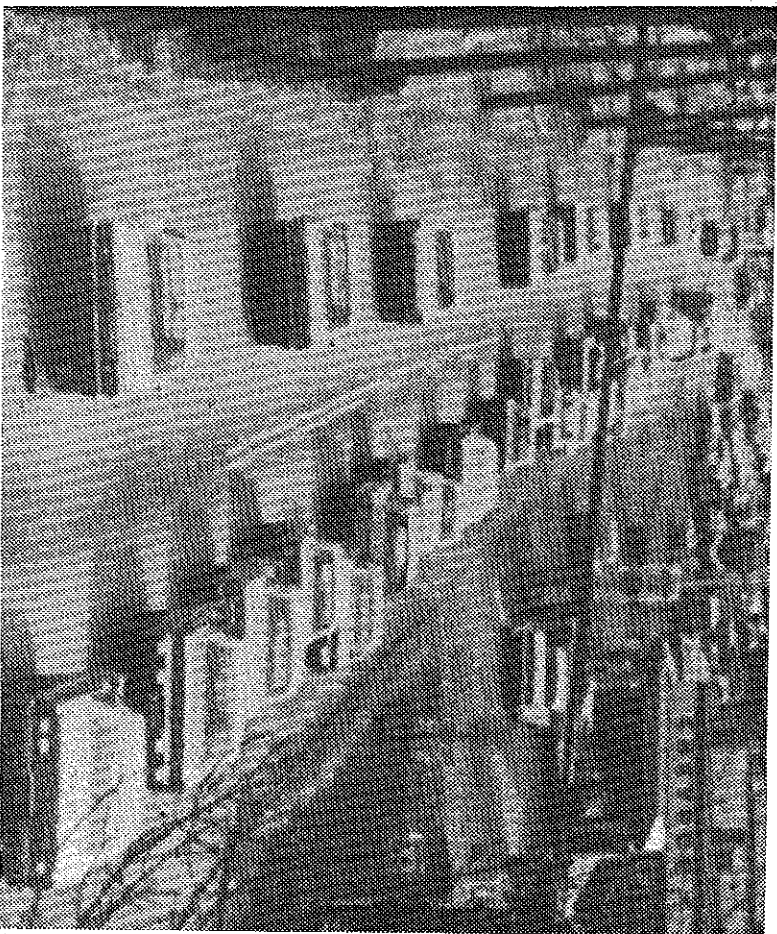
GOAL: To increase rate of employment in Middletown.

PROGRAMS: Formulate a labor force profile through research of local strength and weaknesses in order to design programs that will capitalize and accent strong points and strengthen areas.

— Encourage local medical and social service organizations and institutions to provide counseling and social orientation to individuals participating in an employment program.

— Institute work study programs in cooperation with local colleges





Increased Citizen Participation Vital For More Effective Government

PROBLEM: To improve the city's capacity to respond effectively to the needs of the people by providing channels for meaningful participation in the decision-making process, and by increasing the accountability of those in public office.

GOAL: To ensure the accountability of officials to the electorate through: an increase in the flow of information between government and the electorate, representation of all segments of the community, and mechanisms for ensuring that the Common Council is informed as to the workings of the municipal agencies and the feelings of the electorate.

PROGRAMS: Revise selection

Avenue and Washington Street.

— Prepare application for Urban Renewal funds to construct loop road in North End area.

— Widen Dekoven Drive between Washington and College Streets.

— Institute one-way street systems for College and Court Streets.

— Eliminate left turn on Arrigoni Bridge ramp from North Main Street.

— Redesign the intersection of Washington Street, Berlin Street, and Park Place.

— Redesign Washington Terrace as a linear parking area to serve both Wesleyan uses and the city park adjacent to Washington Street.

— Redesign intersection of South Main Street and Acheson Drive for more efficient flow of traffic.

GOAL: Develop an integrated system of movement for transportation other than automotive means.

PROGRAMS: Plan and designate area for air travel facilities.

— Provide adequate bus transportation in Middletown area, initially with a mini-bus demonstration program and eventually with bus service on a community-wide basis when need is determined.

— Extension of Valley Railroad sightseeing line to the City of Middletown.

— Develop a pleasure craft marina at a site consistent with the city's renewal effort and waterfront beautification projects.

procedure for Common Council members to assure each district representation while keeping a total view of the city in mind by expanding the council to 15 members.

— Expand term of office to four years for Mayor and Common Council.

— Elect members of Board of Education for four year terms on a staggered basis to insure continuity of philosophy, knowledge, and experience.

— Revise membership of Common Council, committees and commissions so that size becomes a function of (1) tasks and (2) responsibility and provide appropriate staff for Councilmen.

— Revise City Charter to limit membership on any single board, agency, or commission to no more than two consecutive terms of three years or less, and to no more than one term for terms of four years or more.

— Improve the format of the Annual Report and provide for its circulation on a city-wide basis.

— Assess public opinion on major issues through a computer questionnaire system.

— Ensure that Common Council members receive all monthly department reports five working days before Council meetings.

— Secure the donation of a new or used vehicle for use as a mobile unit in voter registration and in bringing officials out to the people to assess public opinion.

GOAL: To assure adequate planning and efficiency for the local government structure.

PROGRAMS: Establish the position of assistant city attorney as a full-time position within the office of the Mayor.

— Establish within the office of the Mayor a qualified professional administrator, with duties of budgetary advisor to Mayor and Council, coordination of departments, research and application for grants, and institution of a planning, programming, budgeting system.

— Provide a municipal personnel director to handle negotiation process with municipal employees.

— Establish Director of Community Development as staff position within office of the Mayor.

— Abolish within the office of the Mayor the position of adminis-

Continued on Page 8

Plans For Safe, Economical, Convenient Transportation

PROBLEM: To provide for the movement of goods and people for inter-city, intra- and inter-regional travel on a transportation and circulation network in a safe, economical, orderly, and convenient manner.

GOAL: Establish a complete system of thoroughfares which reflects current and anticipated densities of development, traffic generators and other major areas of impact within Middletown.

PROGRAMS: Refine Plan of Development based on selection of Route 66 corridor to reconsider new and proposed land usage patterns.

— Construct relocated portion of Route 72 to bring this route to a point opposite Pine Street.

— Reconstruction of Country Club Road from I-91 to East Street.

— Construction of ramping facilities by State Highway Department to provide an I-91 interchange at Country Club Road.

— Reconstruction and widening of Washington Street from Camp Hill to Main Street.

— Designation and acquisition of right-of-way corridor linking Vine and Pine Streets.

— Widen and reconstruct East Street and Ballfall Road to accommodate development anticipated in that area.

— Evaluate roads based on present and anticipated usage.

— Revise subdivision regulations to prohibit direct vehicular access from low density residential units to all designated collector and arterial roadways.

— Review annually traffic accident reports to identify chronic accident centers, physical problems, and corrective procedures to be initiated.

— Make the Public Safety Commission, in addition to its other proposed duties, a policy board for all matters concerning traffic safety.

— Apply to the State Department of Transportation for financial assistance to develop and implement plans to derive maximum benefits from existing road networks.

— Upgrade the level of illumination by street lights on all city streets.

— Adopt a comprehensive traffic ordinance based on the model ordinance of the National Committee on Uniform Traffic Laws and Ordinances.

GOAL: Re-establish the relationship between the downtown area of Middletown and the Connecticut River.

PROGRAMS: Re-evaluate the function and location of Route 9 through the central business district of Middletown.

— Provide an overhead pedestrian walkway to riverfront uses.

GOAL: Provide for a comprehensive, safe and convenient off-street parking system.

PROGRAMS: Set up a special taxing district under state legislation in the central business district to offset the cost of providing a comprehensive parking system with assessment of non-residential uses providing 50 per cent of the project cost and the balance generated through general taxation if approved by a referendum.

— Prepare a plan for parking information signs.

— Construction of a 300 car deck facility in vicinity of Broad and College Streets.

— Re-evaluate parking on Main Street to provide for more efficient use of that facility including a staged program of beautification.

— Construct a decked parking facility at the corner of Broad and Washington Streets.

— Create a surface parking lot behind stores on east side of Main Street between Ferry and Green Streets.

— Construct third deck on Riverview Center parking structure.

— Create surface parking lot on area between Grand and Liberty Streets.

— Expansion of parking facilities behind the A&P Market to Wetmore Place.

GOAL: Provide improvements for the circulation system in the central business district.

PROGRAMS: Prepare engineering plans for a "loop" road around the central business district, a one-way, clockwise system.

— Reconstruct intersection of South Main Street, Church Street, and Broad Street according to plans for Urban Renewal Project, Conn. R-105.

— Widen Dekoven Drive between College Street and Union Street according to plans of Urban Renewal Project Conn. R-105.

— Construct link between Rapallo



Smaller Work Week Means More Recreation Facilities Needed

PROBLEM: To offset the increase in leisure time by developing facilities and programs to keep the young constructively occupied, to satisfy the needs of our senior citizens, and to be enjoyed by all families while simultaneously protecting, enhancing, and effectively utilizing our natural resources.

GOAL: To maximize the usefulness of existing physical resources.

PROGRAMS: Develop Zoar Pond.

— Develop landscaped plaza at elderly housing site on Main Street.

— Plan and develop various riverside attractions to upgrade the city's waterfront properties.

— Provide additional facilities at

Crystal Lake Park.

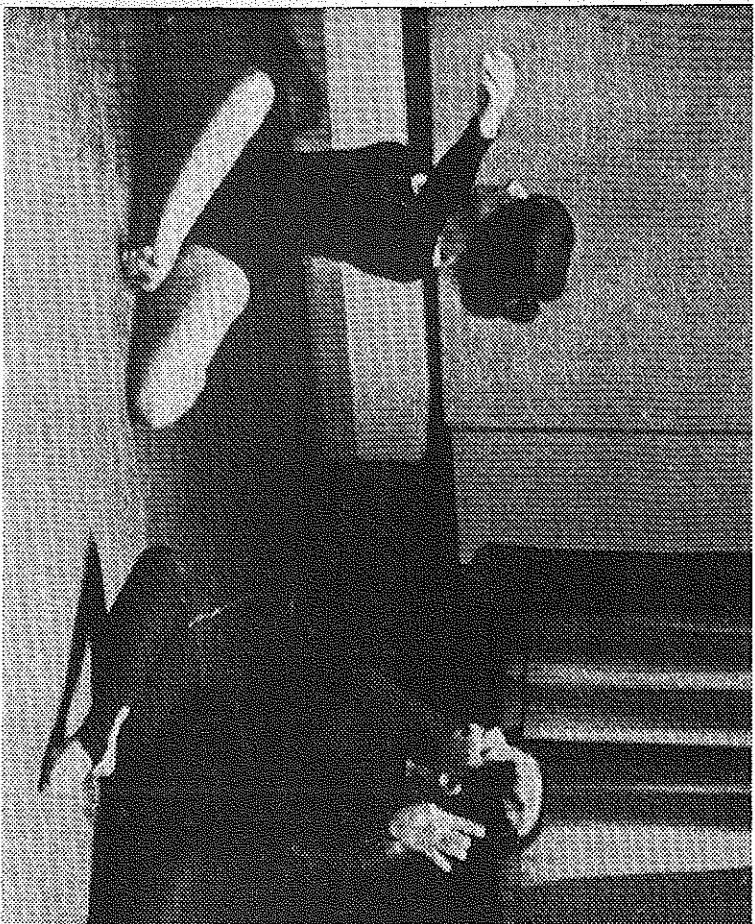
— Provide for greater utilization of Westfield Falls.

— Acquire the Palmer Shop property in order to expand the Palmer Field physical plant.

— Encourage the planting of flowers and shrubs at existing park facilities by senior citizens and other groups.

— Extend the Gateway Unit of the Connecticut River northwesterly to include Middletown in order to more fully preserve this valuable resource.

— Prepare pedestrian walkway system linking resident areas with centers of community interest.



Culture To Make City Beautiful, Exciting, Diverse

PROBLEM: To develop the active involvement and support of every sector of the community to make Middletown a beautiful and exciting place in which to live and work.

GOAL: Encourage increased cultural emphasis in the school system.

PROGRAMS: Establish position of an Arts Coordinator for the Middletown schools responsible for development of new approaches, new programs, and new ways for departments to interact.

— Seek the active support of the Chamber of Commerce, the business and industrial service groups, and individuals for cultural programs in the schools.

— Increase the interest in cultural programs among members of parent-teacher organizations.

— Provide new programs for students in the area of the arts.

— Institute an orchestra for Middletown and the school system.

GOAL: To increase the coordination of cultural activity among the school systems, artistic resources, theatres, ethnic groups, and other individuals and groups in town.

PROGRAMS: Sponsor a festival week for the community with dancing, music, international foods, etc., to re-inforce individual and group identities for the enrichment of the total community.

— Encourage the importation of extra-Middletown cultural resources.

— Encourage local theatres to bring in live entertainment, large road shows, and foreign film festivals.

— Establish a cooperative to market and sell the work of local artists.

— Develop hiking and bicycle trails on a regional basis.

GOAL: To establish the administrative means for the improved coordination of all recreation-oriented activities.

PROGRAMS: Reinforce the Park and Recreation Commission as the central coordinating body in the realm of recreation and open space.

— Initiate courses in recreation management and recreation supervision at Wesleyan and Middlesex Community College.

— Retain personnel for the purpose of locating available state and federal funds for the provision of recreational facilities.

— Coordinate the facilities at educational institutions for maximum community recreational utilization.

— Conduct a survey and analysis of recreational needs of Middletown residents.

GOAL: Provide for the future park and open-space needs of the community.

PROGRAMS: Establish a community center where residents of all ages, racial, and ethnic groups can meet and engage in a variety of activities.

— Acquire and develop Highland Pond as a major park facility.

— Acquire open space property at East Street and Miner Street.

— Create a public outdoor ice skating facility.

GOAL: To emphasize the recreational advantages and facilities of

merce and the Retail Trade Bureau.

— Involve the staff of the Chamber of Commerce in cultural functions.

GOAL: To foster better communication between the various art forms and their audience.

PROGRAMS: Insure communication of information on cultural activities to students and faculty in schools.

— Encourage radio and television stations to include cultural events in their public service and news programs.

— Provide a cultural inventory in a central location listing artistic resources and community resources.

— Provide yearly Public Relations Seminars to enable local groups to communicate more effectively with the public.

— Construct public information kiosks at points of major pedestrian flows.

— The Chamber of Commerce to establish a weekly community calendar of events.

GOAL: To acquire or develop existing or new facilities for cultural use on "neutral ground", where both university and townspeople would feel comfortable.

PROGRAMS: Locate a center for community and cultural activities in the downtown area to provide easy access to public and to aid in revitalization of downtown area.

Such center to have room for exhibitions, shows, art instruction, meetings of civic organizations, and space for various community outreach activities of the city, social service agencies, etc.

— Obtain an auditorium of 1,000

Middletown through the promotion and scheduling of new events and activities.

PROGRAMS: Organize a "River Day" replete with regatta, rowing, and other river-oriented activities.

— Encourage greater activity in the arts and crafts through classes and displays.

— Establish weekly program of concerts and live music at outdoor sites during the summer months.

— Schedule a series of educational-recreational trips to include observation of wild flowers, birds, and geological items of interest and other outdoor educational features.

— Increase the use of local recreational facilities for scheduling of tournament play in a variety of sports.

More Leisure Time

With the advent of technological advancement, many more hours of leisure time have been created for the majority of the people. Therefore, the major aim of the Recreation Committee is the provision of facilities, land, personnel, and programs to accommodate the needs of all Middletown residents.

Each person in our community should have access to a wide range of recreational activities. Facilities should be accessible to all segments of our population and should be reasonable in cost. Such facilities and programs should keep the young constructively occupied, satisfy the needs of our senior citizens, and be enjoyed by all families while simultaneously protecting, enhancing, and effectively utilizing our natural resources.

or more seats for community and commercial purposes, to serve cultural activities requiring a large attendance when justified by increased community demand for such events.

GOAL: To provide a greater financial commitment by the local government to the cultural life of its people.

PROGRAMS: Initiate a program to attract and retain resident artists, writers, and performers.

— Establish a scholarship to be awarded annually to Middletown students who have shown superior talent in the arts for college study or performance of that art form.

— Establish a program to match contributions by Middletown residents for the purchase of works of art to enrich existing public buildings, public spaces, schools, etc.

— Establish an annual award to a Middletown resident for post-graduate work in the arts.

GOAL: Endorsement by the municipal government of a quasi-public agency composed of citizens representing all different cultural aspects of the community whose concern shall be the overall development of the cultural life of the community on a regional basis.

PROGRAMS: Appointment and election of a Board of Directors for a municipal Cultural Agency responsible for the initiation, promotion and coordination of cultural activities.

— Secure a director for the cultural agency.

— Appoint a Board of Fellows to act in an advisory capacity to the Board of Directors, thereby recognizing

(Continued on Page 8)

City Must Assume Responsibility For Planning Housing Programs

PROBLEM: To produce quality housing within the means of the average Middletown resident with the city government assuming responsibility for planning and execution of positive and aggressive programs.

GOAL: To stimulate the private market through positive governmental programs, including expansion of utilities, planning of services, and encouragement of innovative building techniques.

PROGRAMS: Assign responsibility to City Plan and Zoning Commission for the estimation of housing needs for each year in the private and government-subsidized market areas, with development by the Director of Community Development of housing programs which will meet such need; adoption of recommended programs by the Common Council, with cooperation and coordination of all city departments and agencies concerned with housing secured by the office of the Mayor.

— Advoint a Housing Advisory Council to provide citizen and agency input in the making of housing policy with representation from key city agencies and outside organizations concerned with housing.

— Institute an effective referral system to make housing opportunities known to Middletown residents through utilization and coordination of the referral efforts of relocation officials in the renewal area, Greater Middletown Community Corporation, and Community Action for Greater Middletown by a reconstituted Tenant Review Panel with a city-sponsored publicity campaign to make citizens aware of such referral services.

— Revise the Plan of Development stating estimated housing needs and specifying areas suitable for residential development in terms of transportation, water, sewer, schools, recreational facilities, and utilities.

— Re-zone, upon application, adequate amounts of land to higher densities to encourage residential development at the rate of at least 100 units per year, minimum production necessary to meet immediate housing needs.

— Prepare a Capital Improvement Program that will be supportive of the Housing Goals as established in the Plan of Development.

— Foster and encourage innovation in housing construction

by analysis of state model building code to determine allowable innovations and use of such analysis in formulation of housing programs.

GOAL: To encourage the production of housing for low and moderate income families in both ownership and rental categories.

PROGRAMS: Sell state-sponsored and financed units operated by Housing Authority to occupants or other qualified applicants.

— Proceed with construction of 90

Continued on Page 8

Bring People Together Through Better Communications

PROBLEM: To bring people together and open the clogged arteries of communication in order to make Middletown a community of shared concerns and interests in which each citizen feels he plays an integral part.

GOAL: To expand inter-personal communications in Middletown.

PROGRAMS: Support Middletown Future as a crisis-preventive center offering workshops for community groups, institutions, and organizations to increase understanding as to needs and sensitivities of others.

GOAL: To encourage awareness of the importance of environmental aesthetics in the creation of a community identity.

PROGRAMS: Encourage the use of sidewalk displays and outside activities, where feasible, to contribute to a more relaxed and informal Main Street area.

— Improve sidewalk appearance with flowers, shade trees and other landscaping.

— Encourage development of "people-oriented" plaza areas in the downtown area.

— Increase use of waterfront areas with attractions to generate public use and to preserve visual ties with city.

— Construct public information kiosks at points of major pedestrian flows.

GOAL: To provide facilities that allow former mental health patients to enter society gradually with help from a supportive environment.

PROGRAMS: Provide support for the Gilead House and YMCA-CVH programs; and encourage expansion of such facilities according to need.

— Provide an adequate halfway

house for alcoholics in the Middletown area.

GOAL: To provide a focal point for cultural activities in Middletown.

PROGRAMS: Establish a center for community and cultural activities located in the downtown area providing easy access for public and aiding in revitalization of downtown area.

— Establish a cooperative to market and sell the work of local artists.

GOAL: To provide for the continuing involvement of all recipients of social services in determining the directions of services offered.

PROGRAMS: Arrange agreements with the boards of directors of social service agencies to reserve two positions for low-income persons on such boards.

— Conduct a regular series of training sessions to acquaint low-income board members with the processes in which they will be involved.

— Set up guidelines for the selection of low-income persons for board positions on the various agencies.

— Conduct a regular series of training sessions for all board members to make them aware of techniques for expanding interpersonal communication.

GOAL: Promote a sense of community by making groups more aware of the accomplishments, needs and interests of other groups.

PROGRAMS: Develop ethnic resources through the establishment of a cultural agency, a festival week for the community, and a center for cultural activity.

— Foster continued involvement between public officials and the youth of Middletown.

— Institute sensitivity workshops for merchants to increase awareness with regard to minority group members.

— Institute consumer education programs to familiarize consumers with available facilities, services, and methods of maximizing their use.

— Establish yearly Public Relations Seminars to enable local groups to communicate more effectively with their potential audiences.

— Establish a festival week for the community with dancing, music, international foods, etc.

GOAL: To provide for highly trained officials to meet the needs of an increasingly complex society.

PROGRAMS: Establishment of a Public Safety Commission responsible for coordination of services and policy decision-making in the

area of public safety.

— Recruitment of minority group members to Police, Fire, and Public Works Departments.

— Increase police training program to a minimum of 500 hours.

— In-depth psychological testing services for Police Department applicants.

— Establish a Speakers' Bureau to inform the community of Police Department operations, policy, and problems, and to correct misunderstandings.

— Provide a Family Crisis Intervention Seminar to increase expertise of police officers in handling crisis situations.

— Encourage management and functional training for municipal personnel.

— Seek out participation of citizens by visits of mobile voter registration units to voting districts on a regular basis, and a program of studies on local government within the public school system.

GOAL: To ensure that information is as widely disseminated as possible throughout the community.

PROGRAMS: Assess public opinion on major issues through a computer questionnaire system as part of a regional data center.

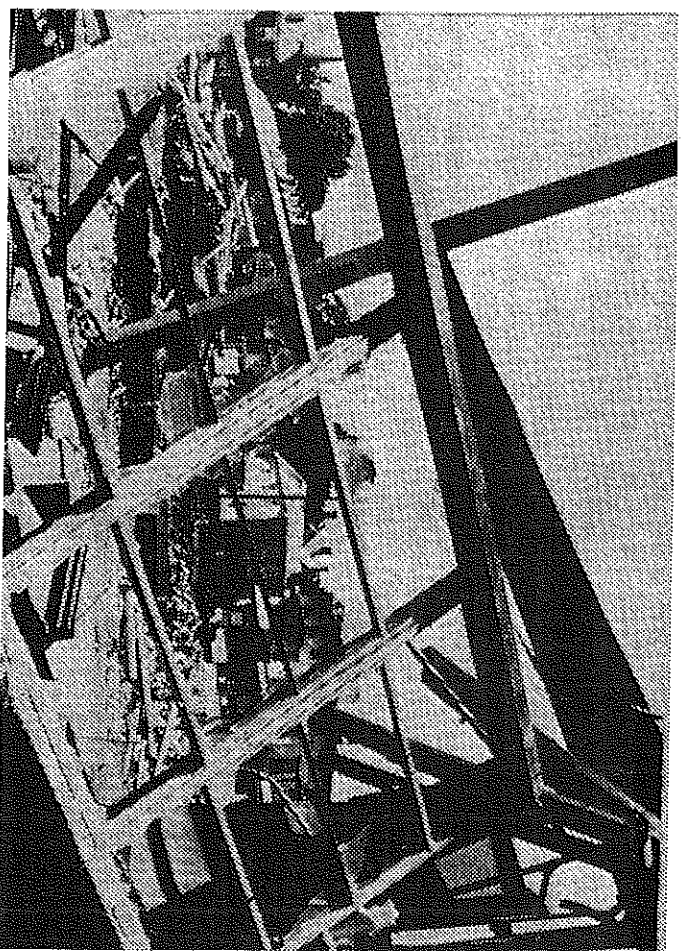
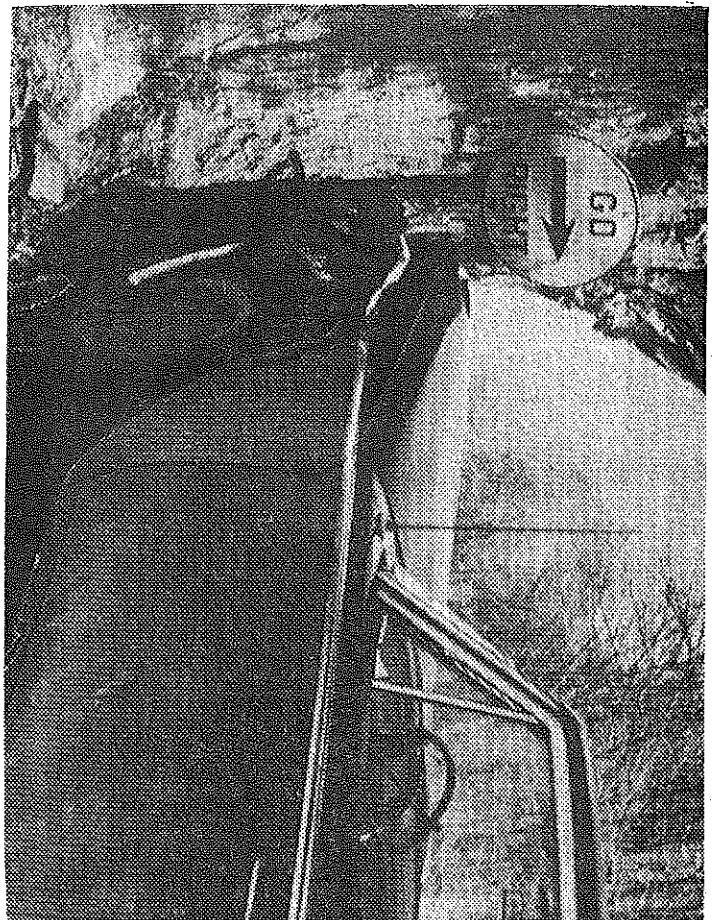
— Schedule regular business meetings and discussions for the public with councilmen, boards, and agencies throughout the community.

— Print a calendar of official and community meetings dealing with governmental issues in the Middletown Press, and have the calendar more widely publicized by local radio.

Continued on Page 8

No Comprendo

Most crucial of all problems is, of course, the language problem. Because Puerto Ricans generally do not speak English and because most others do not speak Spanish, a great deal of fear, suspicion, and jealousy is generated on both sides. Merchants are distrustful of Puerto Ricans, most of whom businessmen mistakenly believe are on welfare and unable to pay bills. Credit is rarely extended and merchants are extremely leery of dealing with Puerto Ricans. Puerto Ricans, also, have a great deal of difficulty in receiving medical assistance. They report long delays in hospital waiting rooms, being harassed by doctors about payment before treatment, and being subjected to a humiliating barrage of questions about their financial condition all during their interactions with physicians. The nature of the interactions that the Puerto Ricans have, with merchants, physicians, etc., leads them to suspect that they are not treated as individuals but lumped together and labelled by society. All treatment they feel proceeds from the assumption of the societal stereotype and not their needs, desires, or behavior as individuals. (From a CDAP Survey of Community Attitudes.)



Social Service Coordination Needed

PROBLEM: To provide efficiency and responsiveness in the execution of social services. Efficiency refers to the minimization of waste and duplication in the delivery of services, while responsiveness deals with the degree to which services and programs relate to and help satisfy the ever-present and constantly changing social needs of our population.

GOAL: To establish a coordinated and effective social service system in Middletown.

PROGRAMS: Establish a research, planning and development social service agency, staffed by a professional director and paid personnel whose responsibility it will be to evaluate changing needs of society and develop tests and evaluate programs to meet those needs.

— Establish a development and planning agency to deal with social service problems at a regional level.

— Channel all new social service proposals through the research and development agency to avoid duplication and assure completeness of said programs.

— Evaluate existing social service programs in terms of consistency with the primary aims of developing preventive type programs.

— Establish a central referral service to match personal need with type of social service program quickly and efficiently.

— Schedule regular meetings of the social service agencies' lay membership in a manner similar to that of the Interagency Council in order to increase communications between agencies.

GOAL: To provide for the continuing involvement in the community of all recipients of social services in determining the direction of services offered.

PROGRAMS: Arrange agreement with the boards of directors of social service agencies to reserve po-

sitions for low-income persons in order to establish greater representation on said boards.

— Set up guidelines for the selection of low-income persons for board positions.

— Conduct regular training sessions to acquaint low-income board members with the processes and problems with which they will be involved.

— Provide special transportation and/or babysitting services for low-income board members in order that they may participate more fully in community affairs.

— Create a broad base of representation on all boards and agencies in order to involve unrepresented groups in the community decision-making process.

Advisory Committee Proposes

Regional Health Service

PROBLEM: To create the mechanism to direct implementation and planning for physical, mental, and environmental health programs and services for the Middlesex region.

GOAL: To establish mechanisms to balance, coordinate, and evaluate total health systems, goals and objectives; to correlate all the various functions into an integrated and cohesive delivery system.

PROGRAMS: Create an executive coordinating council for area-wide health planning to evaluate health areas and health deficiencies; to direct planning for health needs and to establish voluntary agency recruitment.



Plans For Utilities Expansion And Installation Unveiled

PROBLEM: To provide the essential utilities to meet the needs of population in the immediate and distant future; to develop a coordinated program of utility expansion and installation.

GOAL: Provide adequate public sanitary sewer, storm drainage, and water distribution systems.

PROGRAMS: Replace obsolete water mains with oldest pipes replaced first at the rate of one mile per year.

— Extend water mains in Westfield area. Extend the Middletown water system to serve East Middlefield and North Durham.

— Municipal cooperation with developers in the extension of water mains.

— Water laterals to be provided in all new developments to simplify tie-in process.

— Maximum reuse of water by commercial and industrial users.

— Expand and renovate Kennedy Meadows Sewage Treatment Plant.

— Install Newfield Street trunk sewer.

— Install Miner Brook trunk sewer.

— Install Coginchang trunk sewer to Washington Street and exten-

sion to Middlefield and Durham when population densities require.

— Separate storm and sanitary sewers in downtown area.

— Install storm drainage sewers in outlying portions of city.

— Sanitary sewer laterals in all new developments to simplify tie-in process.

— Mutual participation between the city and developers of major institutions in the extension of sanitary sewer mains.

— Extend sanitary sewer mains to Middlesex Community College campus, abutting property owners, and potential users.

— Mutual participation program between city and developers for installation of storm sewers.

— Update performance bond requirements to reflect current construction costs for water mains, sanitary sewers, storm sewers and street paving.

GOAL: Develop a program of solid waste disposal.

PROGRAMS: Purchase additional land for sanitary landfill purposes which meets all health standards.

— Establish feasibility of volume reduction system.

— Recycle and reuse solid waste

materials deposited at landfill site.

— Recycling and reuse of industrial by-products by industrial scrap dealers.

— City-wide trash pick-up by private collectors twice weekly with collection districts and supportive clerical personnel.

GOAL: Provide a systematic means of coordination to minimize disruption in areas where multiple utilities exist.

PROGRAMS: Create a permit section to handle all permits issued by the City of Middletown assuring proper notification of all utility requirements.

— Provide central communication point for planning and installation of utilities.

— Require inspection of private wells and septic systems on a periodic basis.

— Prepare a location diagram for all utilities.

GOAL: Develop a comprehensive program for the upgrading and maintenance of all streets in Middletown.

PROGRAMS: Prepare a priority program for the reconstruction, resurfacing and maintenance of all city streets.

— Establish a program of community health education for Middletown in both the school system and the community at large.

— Support the efforts of the Middlesex Community College to train personnel for across-the-board allied health areas.

— Establish an adequate transportation system to enable all persons to reach available health services and programs.

GOAL: To meet the environmental health needs of the Middletown region.

PROGRAMS: Establish Estuary Regional Health District for the planning, control of air, water, and land pollution.

— Establish a Midstate Regional Health District to provide more efficient health services at a lower cost than the member towns could provide on an individual basis.

GOAL: To meet the physical health needs of the Middlesex Region.

PROGRAMS: Promote a viable program for physician recruitment in order to reduce the current physician deficit and to meet future demands.

— Enlarge the Middlesex Memorial Hospital School of Nursing by 30 to 40 percent.

— Establish a formal immunization program exceeding State requirements.

— Establish a multi-phasic screening program for large segments of the population for purposes of preventive medicine.

GOAL: To meet mental health needs in the Middlesex Region.

PROGRAMS: Expand and extend the youth-oriented drug education and counselling program of TOUCH.

— Provide an adequate half-way house for the Middletown area.

— Support the Gilead House program and encourage expansion of such a facility according to need.

— Develop a pay-as-you-go program for road construction and repair.

— Prepare an annual schedule of streets to be engineered for lines, grades, and boundary stones.

GOAL: Systematic elimination of public and private overhead utilities.

PROGRAMS: Revise subdivision regulations to require underground installation of all utilities.

— Develop coordinated program of underground placement of utilities when road construction or reconstruction occurs.

— Eliminate pole and sign clutter at intersections.

GOAL: Provide for the installation of pedestrian walks.

PROGRAMS: Adopt sidewalk and walkway ordinance to initiate a realistic sidewalk construction program.

— Prepare pedestrian walkway system linking resident areas with centers of community interest.

— Revise requirements for sidewalks in rural areas to provide alternatives for concrete sidewalks where construction is impractical.

— Adopt regulations requiring sufficient bonding for installation of pedestrian walks.

What Is A Community Development Action Plan?

Increased Retail

Continued from Page 3

and business community.

GOAL: The development of an adequate and prospering industrial base to assist existing industry and encourage the entrance of new and diverse industries.

PROGRAMS: Prepare plans for the development of I-91 Industrial Park with state funds for planning and grant for 50 percent of net costs of approved project.

— Plan and designate an area for air travel facilities.

GOAL: The improvement of problem-solving techniques.

PROGRAMS: Establish a municipal research staff in an advisory and consultant position to the Mayor and Common Council, to research those areas in which decisions must be made.

— To create a permanent Economic Development Advisory Council to advise Mayor and Common Council regarding existing and projected manpower resources and needs and to support other economic development programs.

— Tax assessor to publish figures income taxes paid by all industrial showing aggregate property and commercial firms in relation to the total town tax duplicate.

— Publish grand list every five years beginning in 1975 with figures based on the next revaluation.

are "thinking ahead" through the CDAP process.

For the first time, it makes the problems of people the primary focus of planning. A CDAP covers not only physical and land-use needs — it also covers economic problems, administrative problems, and above all, human problems.

For the first time, it puts action into planning. A CDAP cannot be "just another plan" to gather dust on the shelves. It schedules concrete actions, and serves as a guide to municipal policies for local, state and federal agencies, and for the private sector, as well.

For the first time, it puts citizens at the center of planning and deci-

sion-making. This means that these citizens must be at the discussion table, helping to make decisions that affect their community and their lives.

For the first time, it puts a management tool into the hands of municipalities which allows them to look systematically at all their problems, find all the possible ways to deal with them, and choose the most effective actions.

CDAP, then, puts people, action, citizen participation, and a management tool into a single package. In a sense this is not a new thing at all; it is just an up-dating of our New England tradition of self-government by a concerned forward-looking citizenry.

Increased Citizen Participation Vital

Continued from Page 4

the City of Middletown with the responsibility for continuity, revision, and implementation.

GOAL: To assure continuous citizen participation in Middletown's governmental process.

PROGRAMS: Revision and update of Municipal Code and Charter by a standing Charter Revision Committee.

— Prepare an administrative directory which would classify most common citizen complaints duties and responsibilities of municipal agencies.

— Designate the Municipal Development Committee of the Common Council as the CDAP Agency for

City Must Assume Responsibility

Continued from Page 6

units by Housing Authority on scattered sites.

GOAL: To maintain and improve the quality of existing housing for those unable to enter the new home market.

Bring People

Continued from Page 6

dio stations.

— Prepare and distribute an administrative directory which would classify duties and responsibilities of municipal officials, by most common citizen complaints.

— Encourage radio and television stations to include cultural events in their public service and new programs.

— Encourage the Chamber of Commerce to establish a weekly community calendar of events.

— Expand and extend the youth-oriented drug education and counseling program of TOUCH.

— Establish an adequate transportation system to enable people to reach available services and programs.

PROGRAMS: Establish a teen-age task force to assist in maintenance of public housing projects, and private housing - if feasible.

— Institute a concentrated code enforcement program to prevent deterioration of housing stock in "gray" areas bordering renewal area.

GOAL: To encourage a high standard of maintenance in both owner-occupied and renter-occupied units.

PROGRAMS: Offer seminars, workshops, and discussions on responsibilities of tenants and landlords, availability of services, problems of transition.

— Establish a Home Management and Social Service Unit to upgrade the quality of housekeeping, home and financial management, and child care.

Culture

Continued from Page 5

nizing accomplishments of artists in the Middletown area.

— Solicit membership of business and industrial community in the cultural agency.

PUBLIC HEARING

Thursday, June 3, 7:30 P.M.

COUNCIL CHAMBERS, MUNICIPAL BUILDING

- Three year study with over 200 citizen participants.
- Twelve action plans presented.
- Has Your voice been heard? What do you want for Middletown?
- Your chance to affect Middletown's future.
- Participate or trust.

SAVE THIS DOCUMENT FOR FUTURE REFERENCE

Use It,

- As a digest of the full, detailed plan which is available at the CDAP office till June 30th, and for perusal at the Town Clerk's office, Olin and Russell Libraries thereafter.
- To determine how spending is related to need.
- To determine the manner in which elected officials are dealing with the issues.
- As a basis for discussion and action in community, service, and neighborhood organizations.
- As a reference in writing letters to government officials and representatives.
- As a basis for classroom discussions on public issues or for future research efforts.
- As a guide to discussion at the Public Hearing June 3.

WHY A CDAP?

- People receive the government they deserve by their participation.

J. F. Kennedy

- The hottest places in hell are reserved for those who in times of crisis maintain their neutrality.

Dante

- The unexamined life is not worth living; the unexamined city is not worth living in.

CDAP with apologies to Socrates

- Taxation without representation is tyranny.

P. Henry

- The inhabitants of a particular town are much better acquainted with its wants and interests than with those of other places; and are better judges of the capacity of their neighbors than the rest of their countrymen.

Montesquieu

- Political communities have the right to existence, to self-development and to the means necessary for this. They have the right to play the leading part in the process of their own development and the right to their good name and due honors.

Pope John XXIII